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## **PUBLICATION REVIEW: MORALE AND SATISFACTION**

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### **ABSTRACT**

In order to gain a perspective about morale and satisfaction, the publications Recreation Management and Employee Service Management were reviewed for typical statements that would give an indication about the status of these factors. The focus of the review was to find representative statements that are reflective of employee service programs.

**Key Words:** Critical Incident, Morale, Satisfaction, Recreation Management, Employee Services Management

## **INTRODUCTION**

The focus of this article is to review statements about employee morale and satisfaction from the publications Recreation Management and Employee Service Management. This is not a compilation of all the statements in the publication. Only representative descriptions were selected. It must be noted that that some of the comments are not politically correct but are representative of the time period from which they were chosen. These types of statements were selected only to illustrate the changes that have occurred within the society. The records provided are from the actual text and only are a snippet from the full transcript. The text selected is only meant to be a representative of the many reports that were identified. The statements in the publication were from the 1940s until the early 2000s. Comments were randomly selected and interpreted by content experts. In the data section, the first item is the statement and the second item is the interpretation from the content experts. The page number is a reference where the statement can be found in the archive of the publications:

<https://archive.org/details/1958and1959vol.1and2rm/page/n10>

## **METHOD**

A critical incident approach was used in the identifying of the statements. This is a methodology in which statements were isolated that is reflective of significant curriculum comments that had a direct influence upon program outcomes. These are reports that are outcome oriented based upon morale and/or satisfaction. These results may be intuitive or quantitative. Most of them were intuitive but it must be remembered that the individuals making the comments have direct, clinical observation experience.

## **DATA**

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The money spent by 3M at its main plant in St. Paul for recreation has been returned immeasurable amounts of high employee morale. Also, the program has helped to sharpen or

increase the skills of our employees. And, for the older employees, recreation is a subtle way of preparing them to adjust to hobbies especially suited to old age.

Investment in programs has a good return in terms of employee morale as well as job skill development. There is also a subtle outcome about retirees and their adjustment to life after work. Skill development helps with adjustment at work and at home.

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The great convenience to employees, such as working mothers, of being able to obtain finest quality greeting cards on company premises. This creates good will and increases employee morale.

Company stores have an impact upon employees. This shows that the company cares for the employee by providing native services. It also helps employees and their neighbors to invest in the company's products. There's a sense of pride when they can see the final product of their efforts.

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Recreation Oasis—American Potash & Chemical Corporation's Valley Wells, California recreation area is located in one of the most out of the way areas in the country. An interesting report on the value of recreation activities in raising employee morale under adverse conditions...

Services in remote areas is essential to maintaining employee morale, therefore, fighting boredom.

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Employee's organizations of many well-known companies have taken advantage of TWA Group Tours — Bell Telephone. .. General Electric ... Champion Paper and numerous others. They found group travel a great morale booster. So will you! Plan now. Contact your nearest TWA office or mail the coupon below.

Suppliers have knowledge of how to create programs that have an impact. Companies can learn from suppliers because they have worked across many different industries and situations.

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J. W. Wilson, divisional manager of the Cooleemee Plant, says: "The benefits of a recreation program in a location such as Cooleemee cannot be measured in dollars. The program is completely financed by the company, which is an investment in recreation that pays ample dividends. Our recreation director plays as important a part in the building of employee morale and job satisfaction as any of our production supervisors in the plant."

The employee service director is a bridge between management and employee.

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Recreation benefits...attraction and holding of good employees, its contribution to good community relations, its importance as the greater equalizer, its value in orientation, its democratic principle and its contribution to plant morale, so that the plant is good place in which to work.

Employee service programs attract quality employees. The democratic principles provide a good atmosphere for the development of positive outcomes.

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League bowling and family bowling are both sure to provide sound, morale-building recreation with many substantial benefits.

Employee service programs provide for a vehicle for involving families in company affairs.

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With its operations split between the home office in Wichita and a refinery in Potwin, Kan., a small town 35 miles northeast, morale and personal communication between management and employee groups had always been difficult.

Communication is an outcome because programs provide for the mixing of perspectives of the differences between management and employees.

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Better telephone manners, a more well-modulated voice, better appearance, more self-confidence—all these assets can belong to the women workers. And—the morale of the male employees should increase, too.

Politically incorrect statements but shows or illustrate the times of these types of programs.

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Nothing builds employee morale like a friendly team spirit—and nothing builds a team spirit like bowling—the sport that can be enjoyed by everyone. Bowling helps new employees get

acquainted, helps all workers build lasting friendships. And bowling's healthful exercise—keeps workers looking trim; feeling fit—makes them happier in their jobs. And, it's fun for the whole family.... Men, women, and youngsters enjoy bowling right from the start.

Activities that are simple to participate in provide involvement by all members of the employees and their families. These develop strong company identity and spirit. Competition also helps develops team spirit.

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When properly used, a planned travel programs can be just as great a morale booster to the employees of the small organization as it is to the employees of the largest! Why not employ this form of industrial relations in your operation? Send in the reply coupon today for full information and details!

Travel programs provide incentive and cut across company size. It is a simple program that provides a broadening of employee perspective.

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As it involves those elusive factors that we speak of as morale and esprit de corps, recreation serves to cut across the reserve and formality of daily business life. Recreation activities do not follow a company organization chart, but bring together management and labor on an equal basis. No communications media can create the same degree of harmonious understanding.

Employee service programs allow for the mixing of all levels of the organization and provide a vehicle that affords for greater harmony through better communication.

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Altruistic motives aside, industry recognizes that important values are to be derived from company recreation programs. Otherwise, it would be difficult to explain an annual expenditure of more than \$1 billion by management. Attraction of better workers, reduction of employee turnover and absenteeism, increased worker efficiency and morale, accident reduction, company name advertising and promotion of community good will represent some of the more tangible business benefits of an effective employee recreation program.

The intangible mechanisms of employee services provide tangible benefits to the company. Hard dollars spent on programs is a way to achieve indirectly outcomes that cannot be done in the other way.

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If we believe recreation can play an effective part in maintaining the morale of employees, then we must have a range of activities that will appeal to all employees. Handicrafts, we believe, fill an important gap in most programs that we shouldn't overlook.

Program diversity is essential to meeting the needs of all employees.

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- 59% said vending machines were a morale builder.

Convenience services are mechanism that provides for a more comfortable atmosphere at work.

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The employee morale factor was especially important to small plants with food facilities (64%) and to plants without food facilities (67%).

Food services provide a mechanism building relationships through providing a way of reducing the cost of meals. This shows the company's dedication to every day needs of the employee. It also provides for a meeting place to discuss company and family issues.

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Employee recreation programs pay big dividends in promoting efficiency, morale and a strong sense of company loyalty.

Efficiency and loyalty are difficult outcomes to achieve, but the proper services and programs can indirectly bring long-term outcomes. These programs are intervening variables that have a wide-ranging influence, if properly applied.

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It is also an important feature of our overall employee relations program, which has paid dividends in promoting higher efficiency on the job, good morale and a strong sense of company loyalty.

Comprehensive programs have a better value and a better opportunity for developing positive employee outcomes.

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The industries which have shown the greatest postwar strides are also the ones with the most extensive recreation programs, pointing up a fact American recreation directors have long realized: Recreational programs help create better employee morale and productivity.

Extensive employee service programs illustrate the commitment of the company to the employees and thereby a very positive image to the community.

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Meetings build morale, and they should be encouraged to discuss all programs. A part of every meeting should be reserved for the safety aspects. At these meetings the employees make the suggestions since they are often closer to the program than the recreation director who is coordinating many efforts. Although many of these ideas may appear insignificant one may be the bud that could blossom into something important.

Employee input is essential to achieving program effectiveness.

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The best morale builder is for the leader to set a good example in thought, word and deed.

Leaders who do what they say provide visible evidence for employees to follow and develop trusting relationships.

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Like you, we too have company sponsored athletic programs. We have these for the normal morale building purposes, but we also have them because one of the important divisions of our company is the Pennsylvania Athletic Goods Division, if you'll stand still for a commercial.

Public relations are a very important part of programs. If a company has a product, it must be consistent in the development of policies for programs in communities.

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Recreation in industry may properly be classified as an important and sound morale-building practice, and morale building is a human relations problem.

Group dynamics and how it is used is very important in developing maximum effectiveness in terms of outcomes.

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Travel, both domestic and foreign, is a recognized, accepted form of recreation in industry and is being used very effectively by industrial management in controlling production and stimulating interest among fellow employees and ensuring a high standard of morale and industrial relations.

Extrinsic motivation is an important part of developing outcomes through incentives.

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We feel that by helping our employees plan their trips, we not only are saving them money, but we also are creating good will and improving morale throughout the organization.

Saving money is a goodwill effort but it shows that the company understands the employee perspective.

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League players may play anytime during a seven day period, but each league must come up with a winner. Dow Chemical leagues use stroke play on a handicap basis, use USGA rules, and frown on match play. Scheduling is most important—the number of weeks of play must be determined. Dow Chemical feels golf affords an excellent means for its employees to work and play together, hence enhancing their over-all morale.

Those that play together are individuals who develop a team approach. Rules for participation provide a structure for the development of company procedure.

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From the point-of-view of employee-management relations, particularly as it involves those elusive factors that we speak of as morale and esprit de corps, recreation serves to cut across the reserve and formality of daily business life.

Employee service programs help remove the formality of company atmosphere and help develop a lubricant to understand each other's perspective and position.

Page -36-

RETIREMENT can be a time of increased activity and fuller satisfaction if the retiree makes the right emotional adjustment. This factory worker developed an avid interest in wood working during his years of employment. Today, he uses this hobby to satisfy his own recreational needs as well as utilizing his skills in teaching others.

Employee service programs provide a way to help integrate retirees into company operations.

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Generally speaking, women like to serve. Remember this in programming. Hostessing at veterans hospitals, children's hospitals, state institutions, and service clubs offer excellent opportunities for women to meet this desire to serve others. For the older unmarried employee or widow this type of activity may be a lifesaver. For the younger girls, it occasionally offers them a very satisfying evening's activity and they recognize a degree of personal satisfaction for having done it.

Even though this is a politically incorrect statement, it shows the power of service and the building of skills and employees as ambassadors of the company.

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There are many rewards which grow out of recreation beyond the invaluable gain of achieving personal satisfaction.

Personal satisfaction is an important element for growth and development.

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Things such as reading programs, sculpturing, art, ceramics, and the like are coming in for more and more attention. The reason is, these things tend to give our employees CREATIVE satisfaction off the job, which they may be getting to an increasingly lesser degree on some repetitive types operations on the job.

The development of creative skills is important to the growth of the employee. It is also an outlet that allows employees with boring jobs to find ways to relieve stress and tension. Creative outlets also provide ways to stimulate input into company suggestions for improvement of operations.

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Virtually every Boeing employee can find something of interest in the program; Art Scott built, whether it is the realm of hobbies, athletics or the arts. We can estimate the hours of entertainment and satisfaction his efforts have made possible?

Program diversity allows for the development of new skills. This in some companies is seen as a form of entertainment and diversion.

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Rules will make every match you play a fairer test of golf and will give you greater satisfaction in playing.

Rules provide structure that can be transferred to the workplace.

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Missing in these photos, however, are the expressions of enjoyment and genuine satisfaction beamed by the adults who served as day camp counsellors particularly Summers Jarrett, CERA director, and Frank Johnson, Children' Activities chairman, whose efforts were so richly rewarded.

Often employees develop a closer relationship to the company because of children's programs, especially in a summer camping. It also provides an opportunity for employees to volunteer and develop a sense of giving back to other employees within the company.

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To work towards the satisfaction of these needs is in management's self-interest at the same time that it performs a social service. People are the most essential components of any business enterprise, and their productivity is directly related to their health, happiness and ability to work together in an atmosphere of cooperation and harmony. Viewed in this light, industrial recreation is not a form of welfare work, but, realistically, a profitable business investment bringing about both spiritual and material gains.

Employee service programs can bring about spiritual gains which have the greatest lasting influence with employees. These programs provide perspective and develop a sense of the company culture.

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We do this selfishly because we know that, in our technological world, we must learn or perish, and we have chosen to learn. But it is pleasing to reflect that, while serving our corporate interests in espousing the cause of education, we are also achieving a new pattern of industrial life that brings increased satisfaction and greater enrichment to personal living. To the individual, education no longer stops at the school door. His work at Lockheed is, in a real sense, an extended post-graduate program or a lifelong extension course in adult education.

Employee services provide the opportunity for educational programs sponsored by the company, which helps the individual understand that the company has an investment in them and in their future.

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Perhaps the best time for your annual show would be a month or so before Christmas, since much of the work is done with Christmas gifts in mind, and there will be more works of art available for display and competition than at any other time. Everyone enjoys the spirit of competition and the satisfaction of having their work judged better than a competitor's.

The timing of programs is essential for extrinsic motivation. Competitive programs provide a chance for recognition. This recognition is a very important as part of a company socialization process. It must be realized at this point that if the program is not done in the proper atmosphere it can cause dysfunctional outcomes.

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Yet the burden of these long hours is eased by the fact that he enjoys his job greatly and likes to mull over its problems more or less constantly. All signs point to his getting the greatest satisfaction and excitement from the job—not from off-the-job activities.

Employee services are an enrichment process. This enrichment transfers to the job by developing a point of satisfaction beyond work.



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Drama in industry could mean a more specialized activity with training in speech, acting and allied areas. The primary objective in this case would be gaining satisfaction through perfecting a play to perform for an audience outside of the organized group. This type would call for a director with ability to develop the participants to the level of producing a semi-professional play and still keep the activity in the area of recreation.

Drama programs provide an opportunity for the person to develop communication skills. These performances often serve as a recognition program for the participants. Programs are often open to the community and represent a public relations effort.

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Plan, promote and publicize. Although a great deal of preparation is required for a handicraft program, the satisfaction and positive results are well worth the effort.

Often, programs are successful because of the thoroughness of planning and marketing. These programs reach specialized populations that have had previous experiences in an activity. It also provides the opportunity for individuals with certain talents to learn leadership skills.

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Handicraft also possesses creative powers in that a person can find mental, emotional and physical satisfaction in the joy of accomplishment. Take the woman who suddenly finds she has reached the ripe age of 65 and must retire, but doesn't want to. Many times a person such as this can find mental and emotional satisfaction in being able to knit or sew.

Activities provide a sense of accomplishment that has lifelong impact. This fulfillment of self-worth translates to greater satisfaction in the employee's work and life experiences.

3. An opportunity for personal development and pride of accomplishment. By all means, do not make the mistake of underestimating the very human feeling of satisfaction which comes to an employee from the fact that his suggestion has been accepted and is being used. He is definitely proud of the fact that he has been able to point out improvements to management.

Participation in the development of changes in an organization is a sense of pride and accomplishment but most importantly it is a motivational factor. This motivation has many benefits to the individual as well as the organization.

To work towards the satisfaction of these needs is in management's self-interest at the same time that it performs a social service. People are the most essential components of any business enterprise, and their productivity is directly related to their health, happiness and ability to work together in an atmosphere of cooperation and harmony.

It is important that both the company as well as the individual goals must be achieved. When both of these are accomplished the company and individual will achieve a maximum potential. Cooperation and collaboration with mutual respect is important in achieving the full potential of both the company and the individual.

## CONCLUSION

Most of the statements are based upon the use of intuitive processes by Employee Service Directors and Suppliers. Their experiences provide guidance to the development and execution of successful programs. These are the secrets boiled from the above statements. These are only examples and much further analysis is needed to analyze statements like these on a comprehensive basis.

There is little doubt that Employee Service Directors understand the value of employee services and its relationship to employee morale and satisfaction. The primary question raised several of the comments is the cost of the program and not being able to measure its impact. This is a theme through most of the data and presents a barrier to those who do not have direct experience with programs. A couple themes through the comments were:

Bridge the gap between management and employees

Development of better communication

Skill development

Create respect within the organizational culture

Develop team spirit

Helps develop positive organizational culture

The question being raised is how employee service programs can be applied to achieve the outcomes identified. Employee service directors have learned the secrets to the program application. These outcomes are not guaranteed but the mechanisms of employee services have to be isolated to analyze and prescribe services that have maximum impact upon employees. This begins with the understanding of the needs of employees and how meaning is developed in one's life.

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